BASIC PRINCIPLES OF SALESMANSHIP

EDGAR A. RUSSELL

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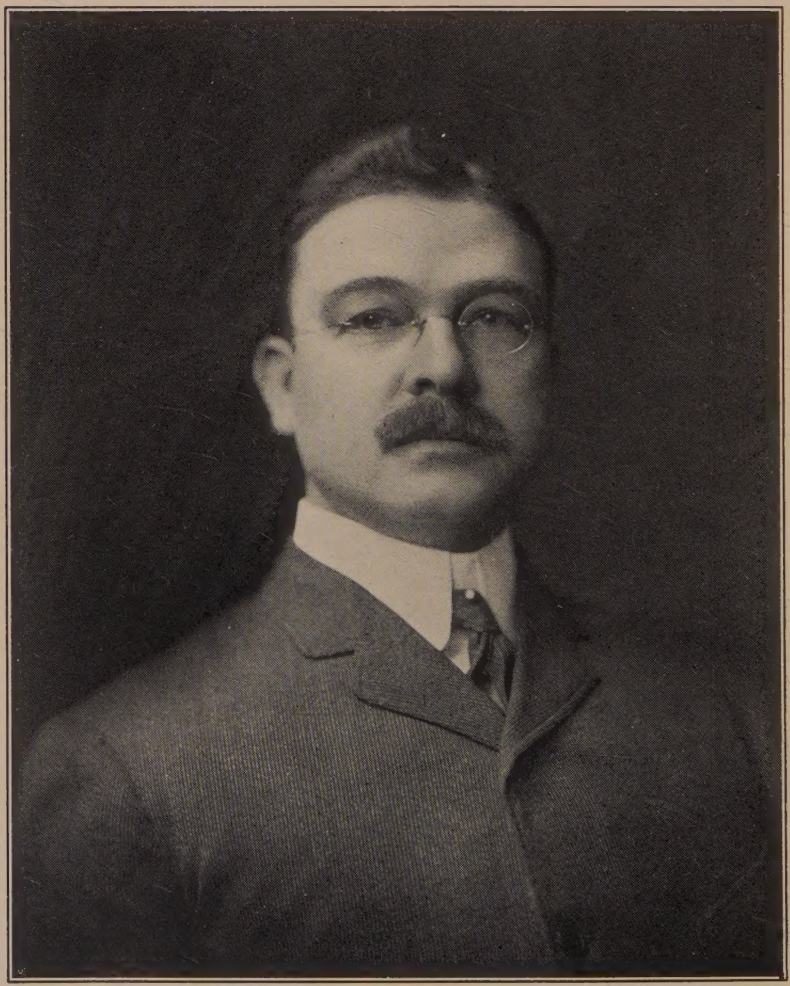

EDGAR ALEXANDER RUSSELL

ETHICS & PRINCIPLES
OF
SALESMANSHIP

BY

EDGAR ALEXANDER RUSSELL

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DEDICATION

To that large body of loyal and faithful pioneers, who have borne the burden and heat of the day in blazing the way, establishing and developing the

Science of Salesmanship

but who will soon be supplanted by a more highly skilled and better qualified force of workers, this book is lovingly dedicated.

Nov. 3rd, 1905. *E. A. R.*

PURPOSE

At eighteen years of age the writer began his career as a Salesman and for twenty years has been either a Salesman or Sales Manager.

The necessity for some guide for the instruction of the Salesmen in his employ, has inclined him to make the attempt to put his views and convictions on paper, but the time to do the work has never seemed opportune.

During the past year his work has compelled him to undertake the training of new Salesmen and to attempt to strengthen older Salesmen under his direction and he has used odd minutes and hours in the preparation of this book for their guidance.

The request for copies of the book from a number of Employers and Sales Managers who have seen it and the demand that it be published for a more general distribution, has led to its publication in this form.

Its treatment of the subject is on such broad and comprehensive lines that it is therefore presented just as it was written for his own use.

November 3rd, 1905. E. A. R.

INTRODUCTION.

In all the so-called learned professions it has been deemed necessary that the candidate for orders, degrees or honors spend years in preparing his foundation by general study, other years in building the superstructure by special study and diligent effort to understand the theory and science of his chosen profession, and still other years in elemental practice and the working out of theories until he became proficient.

No man would attempt to attain any high position in Theology, Medicine, Law or Engineering who had not made special preparation by close application, hard study and deep thought.

The members of these professions have safeguarded themselves by compelling one who would join them to show his fitness before being allowed to claim kinship.

While these precautions have not debarred all the undesirables or saved the world from all the effects of Hypocrites, Quacks, and Shysters, it has in a great measure tended to develop a certain respect, recognition and position for the callings which has set them in a class by themselves.

If the work of a parish becomes too great for a priest, rector or minister, it is always possible to find an assistant who has been trained for just the work that is to be done.

If a physician or surgeon finds his practice outgrowing the possibilities of his personal attention, he can always find a young man trained to lend intelligent assistance, and it will be one whom he can rely upon to a large extent because his degree guarantees his skill and competence.

If a lawyer's clients increase so that he cannot keep up with the demands for advice and counsel and still prepare his court cases, he can find a helper either in a fellow member of the bar or an undergraduate whose training and knowledge makes him available to assist in the minor details and the searching of authorities.

If a chief engineer needs additional members of his staff, he knows where to look for them, and after locating them he is reasonably sure that they are available and ready for many of the details he will require worked out without giving them special education or instruction.

On the other hand, ask the overburdened head of any large business house why he does not place a part of his burden on other shoulders, and he will invariably answer: "I have no man to help me," and his plaint is largely true. If it is true, why is it?

Mainly because business, as generally conducted, is not scientifically conducted.

If a boy enters a business house and grows up with it, he learns, as a rule, only those methods and practices which his house uses, or those used by buyers and sellers with whom his house comes in contact. If he desires to make a change, or by force of circumstances is compelled to do so, he finds himself utterly at sea, and until he can learn the methods and practices in vogue in

his new location, he is a burden to himself and an expense to his employer.

Even business houses in the same line use such radically different methods of shipping, accounting and selling that one not trained in that particular house finds himself in a strange country.

Why? Lack of science in the fundamentals.

Result: Confusion, waste, worry and expense.

Possibly among all the important branches of the business world none is more unsettled, unstable and unsatisfactory in the workings than the Sales Department.

Why? Unscientific methods of selling!

Cause? Lack of Scientific Salesmanship.

If you say $2+2=4$ and $4\times9=36\div6=6$, you know that this result is true and will be true every time, no matter who uses the same figures in the same manner.

If you take so many yards of warp and woof and put it through a loom under given conditions and get a certain number of yards of fabric, you can from that calculate to a nicety just what the same quantities will produce again.

If you give a workman 1000 lbs. of metal to cut up in a machine and know that each article will use up one pound, you know that, eliminating waste, you will have 1000 finished pieces.

If you learn from experience that so many pounds of coal and coke, and so many pounds of pig iron will make a given quantity of castings, you can approximate within reasonable limits what the castings cost per pound.

But when you take $5000.00 salary and $3000.00 in

expense accounts and add them together for the services of a Salesman, the result thereof is unknowable from any past experience.

The Selling Department of any business is usually the great uncertainty, and it will not materially improve until Salesmanship is reduced to a closer science than it is to-day.

Until within a very short time the statement was firmly established that

"Salesmen are born and not made," and wherever this theory holds good to-day, there you will find "confusion worse confounded" in the selling force.

It may be granted without reservation that every man will not make a Salesman, but on the other hand many men will make good salesmen if they are properly taught and carefully guided in the principles of Salesmanship who would never succeed without it.

In addition to this a great number of men who have good natural qualifications for the work do not make any pronounced success because of their lack of knowledge of how to use the gifts they have. They fail in accomplishment because they put forth their efforts without intelligent direction.

The Science of Salesmanship should be reduced to its simplest forms, and should be taught and learned in the same manner as any other science, by a systematic study of its theories and a careful practice of its principles in conjunction. It should be studied broadly without particular reference to any specific form of marketing and a knowledge of its ethics and principles should qualify the student to apply his knowledge to the selling of one commodity as well as another.

Much of the failure in Sales Departments may justly be attributed to the selection of improper material, and it may be truthfully stated that the average employer of Salesmen is not competent to make a judicious selection through lack of a knowledge of the essentials for the work required. Much of the material selected might be made profitable in some degree if the embryo Salesman were properly trained and instructed in the fundamental elements of the profession, but here again the employer is deficient either because of his lack of knowledge of the principles of salesmanship, his inability to properly express and convey what he knows or his limitation of time for instruction on account of administrative duties, which fully occupy his attention.

The day is not far distant when every Employer of a large selling force will have on his staff an Instructor in Salesmanship, and such a man will be selected partially because of his peculiar power as a Salesman, but more particularly on account of his ability to make selection of the proper men and to teach and train them in the theory and principles of the work they are expected to perform, and who in addition will be able to help the men with their individual problems, supplement their deficiencies and sustain their enthusiasm in their work.

What is needed in this direction is the application of the same economical principles and practices which are being used and perfected along all other lines in the business institution.

The initial expense and the fear of uncertainty in results are all that prevent many from immediately fol-

lowing this course, but those who are approaching the question with open minds and freedom from prejudice, in a broad-minded and confident spirit, are beginning to adopt the plan, and the results are being found more than compensatory.

Shortsighted and narrow gauge Employers will still continue in the old way (trusting to luck) and will continue to spend, in unsuccessful experiments, more than sufficient to have adopted the better method.

Many Salesmen who began their careers without any instruction or proper training, have made unqualified successes, but this has been by sheer force of fitness, and the unconscious use of those self same principles which will be herein outlined. These same men would have made a larger, more constant and more pronounced success if they had been properly trained in the beginning. Much of the heartache, unconscious error and unnecessary effort in learning by experience might have been avoided in part at least, for when one must learn by experience that which may be learned by precept and example there is an undoubted drain upon the energies which is pure waste.

It is not to be inferred that any claim is here made that anything can take the place of actual practice and the experience resulting therefrom, but if the practice is intelligently directed and the mind is thoroughly trained, many errors will be avoided and success will be attained with much less expenditure of time, brain and nerve force.

This book is necessarily elemental, but if used as a manual or outline for additional study, and as an incentive to thought along right lines, it should prove in-

structive to beginners and helpful to those who realize that they "do not know it all."

The demand for trained and intelligent Salesmen is greater than the supply, and the demand is increasing in a greater ratio than the growth of the supply, and any young man who is willing to apply himself and master the science, thus preparing himself broadly for future opportunity, will surely win the reward, if he perseveres.

WHAT IS SALESMANSHIP?

WHAT IS SALESMANSHIP?

When a man of "The Butcher, The Baker,
The Candle-stick Maker" type, takes a load of groceries, milk, provisions, kindling wood or coal, and goes from house to house or from one patron to another, crying his wares or making deliveries of orders—

He calls himself a Salesman—but he isn't!

He is a Pedlar—supplying a necessity. If people did not buy of him they would buy of the next man who called, or if no one called they would go and search till they found what they wanted.

He depends upon Convenience—not Salesmanship.

When a man stands behind a counter or a showcase, and with greater or less intelligence submits for your inspection an article you request—

He calls himself a Salesman—but he isn't!

He is a Stock Clerk who knows where some things are. If you don't find just what you want, at the price you are willing to pay, you go elsewhere.

He depends upon Chance—not Salesmanship.

When a young inexperienced man "goes on the road" for some well known house, with a thoroughly established line, provided with a carefully prepared list of customers, the names of the buyers and a summary of their previous orders, unless he is too greatly over-

whelmed with his own importance or is too persistent in airing his views of men and affairs, he will undoubtedly be given some orders which would otherwise be mailed direct to his employer.

He calls himself a Salesman—but he isn't!

He is a "Fledging Accident," and his feathers may never grow. He simply happened to be on the ground when the customer needed the goods.

He sells purely by accident—not Salesmanship.

When a man who has travelled many years, taking orders for the same line, from the same men; ultimately comes to depend upon long acquaintance, personal friendship and favoritism for his orders—

He calls himself a Salesman—but he isn't!

He is a "Past Performer" and a "Has Been." He will "go along" well until his friends fail or die, or until another enters the race, then he will howl that his house is not "up to date" and cannot compete, and will begin to hunt another job.

He depends upon Favoritism—not Salesmanship.

When a man gets out of a job and takes up the sale of goods, because "he can't get anything else" or because it is the "easiest way" he can think of to earn a living—

He calls himself a Salesman—but he isn't!

He is simply a "Bore" and a "Sponge" who works his friends, acquaintances and confiding strangers, because he needs help and feels that the world owes him a living. If he is given an order it will be for the sake of getting rid of him, and on the next trip he will find the doors locked.

He relies upon "Cheek" or "Gall"—not Salesmanship.

But when a man,
Takes a new and untried article,
Being introduced by an unknown house,
Studies its merits and selling qualities,
Becomes enthusiastic as to its possibilities,
Finds possible users and creates an interest.
Sustains the interest and creates a desire for possession,
Turns the desire into a determination to buy **his** goods,
Secures the confidence of his customer and makes the sale;
IN FACT CREATES A MARKET AND SUPPLIES THE DEMAND,—

He calls himself a Salesman—and so he is!!

He is also a Producer and a Diplomat of high degree.
The kind of man much sought after.

HE SELLS BY METHOD AND SCIENCE—**SALESMANSHIP.**

HE IS THE MAN WHO CAN SELL SPECIALTIES.

HE IS THE MAN WHO CAN PRODUCE RESULTS.

HE IS THE MAN WE ARE SEEKING.

For the energy, determination and ability to accomplish, that which is outlined above, if put forth in the interests of a thoroughly established, favorably known, fully advertised and strictly meritorious proposition, like that of our own Company, would produce for such a man an income and a permanent success, above and beyond the realization of his wildest dreams.

True Salesmanship does not depend upon—

CONVENIENCE—CHANCE—ACCIDENT

FAVORITISM OR CHEEK.

It depends upon the scientific use of

ABILITY AND KNOWLEDGE.

Having shown the difference in degree and in results between the Unreal and the Real in Salesmanship it seems opportune to define, if possible, the elements that make for success, and with this in view let us analyze if we may what we mean when we use the term SALESMANSHIP.

STATEMENT OF THE PROPOSITION.

"The gift that is mine,
To a certain extent, is a dower divine,
And I shrink from its use, I confess now and then,
It is such a grand mission—to move upon men."
—Anonymous.

The vital principle of Salesmanship is that peculiar ability or gift, which enables one man to influence the mind of another, **and through confidence,** compel the acceptance of his own point of view.

This selfsame principle is made use of by successful men in many other callings, for example—

PREACHERS—TEACHERS
LAWYERS—ORATORS
POLITICIANS
CONFIDENCE MEN.

The basis of all effort on the part of the Salesman is therefore, built upon **confidence** and unless the confidence of the prospective customer is created and maintained, all that may be said or done by the salesman will be like seed sown on barren ground.

IT MAY THEREFORE BE SAID THAT THE PECULIAR POWER OF A SALESMAN COMES FROM HIS ABILITY TO CREATE IN HIS HEARER A CONFIDENCE IN HIMSELF, IN THE TRUTH OF HIS STATEMENTS, AND IN THE MERITS OF THE PRODUCT HE IS MARKETING.

How then is it possible for one who is doubtful and inexperienced to assure himself that he is gifted with this peculiar power?

While this gift is undoubtedly inherent, it is also true that it may be latent, but if the seed is there it can be cultivated, and upon the thoroughness of the cultivation will depend the results achieved.

In attempting to analyze the elements which go to create confidence it may be possible to point out to him who would learn, the things essential to successful salesmanship, and with that purpose in view we shall proceed.

ESSENTIAL ELEMENTS IN THE MAN.

Successful salesmanship will depend upon the possession by the candidate of

CHARACTER
INCLINATION
KNOWLEDGE
COURAGE
FAITH AND
ENTHUSIASM

A consideration of the application of these things to success in the calling may be most profitably considered under the heading of

THE ETHICS OF SALESMANSHIP.

ETHICS OF SALESMANSHIP.

"No change of circumstance can repair a defect of character."
—Emerson.

CHARACTER.

To attain the highest degree of success in Salesmanship as in all other legitimate undertakings, the most important qualification is **Character.**

Character represents what you are. You may have a good reputation and have succeeded in covering up your misdoings. You may have been fortunate in not being "found out."

Your real entity may be better or worse than the things people know about you, but **Character** determines what you are, and **Character** is that which will control you without regard to the reputation you have gained, be it good or evil.

The man of Character is the man of

SINCERITY

INTEGRITY

FIDELITY and

HONESTY

The elements of character will be clearly defined and the reader is urged to make the definitions his own.

SINCERITY.

"Sincerity,
Thou first of virtues, let no mortal leave
Thy onward path, altho the earth should gape,
And from the gulf of hell destruction rise,
To take dissimulations winding way."—Home.

Sincerity consists:

In being free from pretense or affectation. In refraining from the making of statements for effect, not in accordance with your real beliefs and convictions.

In the avoidance of saying one thing and meaning another.

In scorning to juggle with words for the purpose of conveying an impression which you know to be false. In refusing to lend your influence or good name, for the purpose of gain, to the damage of another.

In avoiding the creating of ideas in the mind of another which the real meaning of your words may not admit.

In avoiding the semblance of promises which you are not absolutely sure you can fulfill.

In being in reality what you are apparently.

In maintaining your self respect and manhood by virtue of your faith in your own trustworthiness.

It is being true to yourself.

INTEGRITY.

Integrity is that element of character which represents uprightness, sound moral principle, unity of purpose to do right and the habit of so doing under any and all circumstances.

No man can maintain strict integrity and wabble or swerve or wriggle when put in a tight place. The test of integrity comes when the temptation is presented to do the wrong thing for personal gain.

The man of strict **Integrity** can always be depended upon and his known acts in the past are an earnest of what may be expected of him in any future emergency. His sole question at the time of action is, "Is it right," and having determined that question, he may be depended upon to do his duty as he sees it.

It is being true to your principles.

FIDELITY.

Fidelity is the word which expresses your proper relation to the duties, trusts and obligations imposed upon you by those to whom you owe allegiance. Your friends, your family, your acquaintances, your employer and your customers.

It represents your intuitions, thoughts and purposes in the discharge of those duties justly imposed upon you by those to whom you are responsible.

The man who has Fidelity ingrained in his character will never betray by thought, word or deed any one to whom he is bound to be true. If he cannot agree with the principles or practice of his associates in any of the relations of life, he will say so and thus relieve himself of any charge of double dealing or unfaithfulness.

He will either work harmoniously in his envirionment or will plainly state his objections and his dissatisfaction and cease his relations.

He will not fawn upon the powers that be, one minute, and snap and snarl and bite the hand that fed him, the next.

True Fidelity is a rare quality and needs careful cultivation if it is to be retained.

It represents your real attitude of mind toward your work and duties.

It is being true to your Trust.

HONESTY.

Honesty does not mean to refrain only from lying, cheating, stealing, defrauding or those acts for which the law will punish you if you are discovered.

It means something more than to refrain from the putting of your hands into your neighbor's pocket, or the resisting of the temptation to help yourself to the contents of your employer's money drawer or bank account.

It means that you cannot afford to sell to another anything that your judgment says is not worth the price you ask for it.

You must have the absolute conviction that you are doing your customer a favor and a business kindness in selling him, or you have no right to attempt to take his order.

It means candor in your statements, fairness in your thoughts, equity in your judgments, and straightforwardness in your business transactions.

It represents your mental attitude toward all questions of the rights of persons and property.

It represents openness, frankness and sincerity in your thoughts and acts in all matters concerning your relations to others.

It is being true to mankind.

From the foregoing it will be seen that:

Character is that manifestation of the WILL which supplies the force that impels, and the influence which controls all our thoughts and actions.

It is the result of pre-natal influence combined with careful, conscientious training and wholesome and proper environment during the receptive period of life.

It is based upon precept to some extent, but it is largely the result of good example and personal experience.

Character develops from the realization that impure, untrue or dishonest thoughts and actions do not make for true happiness.

If character is not founded in youth it would almost appear as though it would never be attained.

Certainly it may be said, that unless the lack of character is recognized and its necessity as the force making for true happiness and the higher success in life is fully appreciated it will never be wholly developed.

Therefore the importance of Character must be realized by him who would make the most of his life and derive therefrom the maximum of possible happiness and true success.

INCLINATION.

"For love is ever the beginning of knowledge, as fire is of light."—Carlyle.

The possession of **Character** being assured, the next in importance in any calling is a natural love for or inclination toward it.

Do not attempt to make a life work of Salesmanship if you do not feel drawn toward it in an irresistible manner.

Do not try to become a Salesman simply because you believe it will pay better than anything else, even if that be true.

The man who does not love his work will fail ignominously sooner or later.

If you do not enter the lists from choice your chances for ultimate success are greatly diminished.

Therefore, first of all, choose whether you had rather adopt the profession of Salesman than any other, and having decided, determine to make of yourself all that your ability will allow and your success is assured.

You will grow as you work, if you work as you grow.

KNOWLEDGE.

"Knowledge is, indeed, that which, next to virtue, truly and essentially raises one man above another."—Addison.

Next to love for his work a Salesman should be a man of broad and deep knowledge.

He should know himself and what his qualifications are.

He must know himself thoroughly if he is to use himself to the best advantage and to the uttermost.

He should know men. Unless the Salesman is a student of human nature he will fail to discriminate in his contact with men of business and will fail. He will try to drive square pegs into round holes or vise versa, and may succeed; one may be made to conform to the shape of the other, but in the process the peg will lose its squareness or the hole will cease to be round. Friction will ensue and the result is never satisfactory. He will not have a smooth fitting bearing and things will not revolve, and without motion there is no life.

He must know business principles and its rules of conduct. Whatever his own views and theories may be, he must conform to established usage. The greater his knowledge of the science of doing business the greater will be his chance of success.

He must know his own business thoroughly. Its traditions and history. Its peculiarities, its points of comparison with and divergence from other lines of trade. He should know something about the methods, characteristics, strength and weaknesses of his competitors and their products.

Above and more important than all else, **he must know his own institution** and its product.

Its inception, struggles, failures and successes. Its present status and its hopes for the future. The characteristics, peculiarities, power and weakness of the men who manage it, so that he may understand the motives and purposes of their acts and the choice of their helpers.

This is most important if he would be in thorough sympathy with his associates and without the sympathetic and helpful influence predominating, no true or permanent success can come.

To summarize

His knowledge should comprehend—
Himself, Human Nature, Business Principles,
His own line, his competitors, his company and its officers; Men, Methods and Products,
so thoroughly, so broadly and so deeply that in any emergency he will be prepared to meet the conditions confronting him and to control those conditions to his business gain.

COURAGE.

"Muster your wits; stand in your own defence;
Or hide your heads like cowards, and fly hence."
—Love's Labour's Lost.

Following knowledge, and as a consequence thereof, comes courage.

To acquire and retain courage one must drink at the fountain of knowledge copiously and as often as the opportunity is presented.

The man of knowledge is naturally courageous.

Emerson says, "Knowledge is the antidote to fear."

Courage is the Self-reliance which comes from knowledge.

Fear is the terror inspired by ignorance.

Courage is the confidence which produces faith, hope, trust and the determination to succeed.

Fear is the influence which makes for distrust, discouragement and despair.

Courage is the attitude of mind that is not appalled by opposition but which meets difficulties with calmness, firmness and sublime confidence.

The "yellow dog" disposition with the tendency to drop the caudal appendage has no place in Salesmanship.

FAITH.

"A man of courage is also a man of faith."—Cicero.

The Salesman must be a man of **Faith.**

The word is to be taken in its broadest and most comprehensive sense.

His faith must be the expression of his confidence in himself, his work, his ability, his employer and the product he is selling.

Remembering that "Confidence begets confidence" he must have faith in others if he would inspire faith in himself. Confidence, cheerfulness and optimism are contagious and the man who radiates them will influence the same spirit in others toward himself.

The skeptical, cynical, pessimistic man will either consciously or unconsciously exude pestilence, and without intending to do so will inspire thoughts in others that will result in a harvest of doubt, disbelief and distrust in his own statements.

His faith must be intelligent if it is to be permanent.

He may believe that which he cannot understand, but it must be based upon much that he already knows.

Therefore if he would create confidence and a faith in others (without which he cannot hope to succeed) he must have confidence and faith in himself and in others to an abundant degree.

"For whatsoever a man soweth that shall he also reap."

ENTHUSIASM.

"Nothing great was ever achieved without enthusiasm."—Emerson.

"Enthusiasm is grave, inward and self-controlled."—Sterling.

The Salesman must have **Enthusiasm.**

Without it he cannot hope to gain attention or to sustain interest in that which he wants others to know. His enthusiasm must be genuine and based upon knowledge, courage and faith, or it will lack sincerity and be as "sounding brass or a tinkling cymbal" and nothing is quite so empty and barren as manufactured enthusiasm which is primarily excitement.

Enthusiasm is not necessarily that ignorant trait of the fanatic, who allows imagination and excitement to supplant judgment, but rather that earnestness of purpose and determination to win which come from—

A Love for his work.

A Knowledge of his business,

A Courage of his convictions, and

A Faith in himself and his mission.

It is that quality which keeps a man's thoughts on the bright side of his business, and makes him an optimist.

That which enables him to see the rift in the cloud be it ever so narrow.

That quality which will not admit of defeat and which will rise from apparent failure and press on to success.

That quality which enables him to see the weakness in his opponent and to wait with patience till the right time and then to strike; swiftly, surely and unerringly in the vital spot; having supreme confidence that the blow will go home and accomplish that which he intends.

SUMMARY.

For the sake of clearness it will be profitable to review what has been said in the foregoing pages.

We started off with the fundamental proposition that the basis of true Salesmanship was the creation of **Confidence.** That **Character** was absolutely essential that this comprehended **Sincerity, Integrity, Fidelity, Honesty.**

That given the foundation of character the next important point to determine was, whether the love of the calling was definite and permanent and we called this **Inclination.**

It was then shown that **Inclination** made the acquirement of **Knowledge** easy.

That **Knowledge** cast out fear and developed **Courage.**

That **Inclination, Knowledge** and **Courage** developed **Faith.**

That **Inclination, Knowledge, Courage** and **Faith** created **Enthusiasm** and that the combined influence of these five qualities developed **Confidence.**

As we started with the statement that the vital principle of Salesmanship was the creation of confidence, and have enumerated and analyzed the qualities that develop it, we have proved our proposition and that is the conclusion of the whole matter.

Having CONFIDENCE in ourselves we
Create CONFIDENCE on the part of others
and the creation of CONFIDENCE
is the basis of SALESMANSHIP.

THE SPECIALTY SALESMAN.

THE SPECIALTY SALESMAN.

The subject of the previous chapter was the definition of the term SALESMANSHIP, and a consideration of the Ethical and Theoretical principles involved in its conception and development.

While these principles are fundamental and therefore adaptable for use in any form of marketing, it will be found instructive and profitable to make a direct application of them to our specific use and consider in this chapter

THE SPECIALTY SALESMAN.

There seems to be more or less confusion of mind in regard to the definition of the term "SPECIALTY SALESMAN."

Many seem to think that any man who introduces and sells an article of merchandise not already well known and established in the trade to which it pertains is a SPECIALTY SALESMAN.

This would seem to be a broader and more general definition than we should give it, for if this were true then every salesman would be at some time or other a specialty man, because, without exception, there are times when every manufacturer or merchant has something new to offer.

A closer and more careful definition of the term as used in this chapter would be:

One who takes a commodity, creates in others an interest in it, develops the interest into a desire for possession and gratifies the desire by a sale DIRECT TO THE USER instead of through the ordinary channels of trade.

The man who can create the demand and supply it.

Concrete examples of those men who may be classed as Specialty Salesmen are, among others, those who sell Safety Deposit and Bank Vaults, Fire and Burglar Proof Safes, Typewriters, Cash Registers, Arithometers, Computing Scales, Comptometers, Office Furniture, Filing Devices and Card Indices, Time Stamps and Clocks and Autographic Registers for use in business houses.

Pianolas, Pianos, Organs, Aeolians, Angelus, Sewing Machines and other articles for use in the home.

Paintings, Art Furniture, Technical Literature, Implements and Instruments for Dentists, Physicians and Surgeons, Hospital Furniture and Fixtures and many other articles for Professional men.

High grade Bond and Stock Salesmen and those giants of confidence known as Life Insurance Agents.

The men who can do such work successfully are in a class by themselves and are not to be confused with men who work on established lines of merchandise, taking orders from merchants for goods to be sold to the consumer.

The man who can sell specialties is of a higher order of intelligence, knowledge and accomplishment, than the merchandise salesman, and is consequently able to earn and secure a greater compensation for his efforts.

The study, close application and persistent endeavor necessary for success in the sale of specialties, makes a more exacting demand upon the mental, physical and nervous forces than does the taking of orders from merchants for regularly established lines.

This is fully recognized by all intelligent producers of specialties and in consequence the men who can suc-

cessfully produce results in the sale of specialties are much in demand and are paid much larger incomes than in regular lines.

A striking peculiarity of the successful specialty salesmen in his intense love for the work. **He had rather sell his specialty than to do anything else.** The income without question is very acceptable, but it is not the controlling incentive in his life work. The meeting and crossing of swords with bright and intelligent business and professional men, the sharp debate and flash of wit and repartee, the clash of differences of opinion, and the interchange of ideas are a constant source of inspiration and mental growth.

DIVERSIFIED EXPERIENCES.

The most interesting and exhilarating feature of his work is that his experiences are so divesified that he is constantly deriving the pleasure and profit that comes to almost every other man in his own peculiar sphere.

Like the **Farmer** he plows and prepares his soil by his introduction of his subject.

He sees the blade sprout in the awakening of interest, the plant grow in the creation of the desire for possession, the bud forming and the fruit developing in the determination to succeed and the full fruition and harvest in the making of his sale and the possession of his signed order.

Or, like the **Fisherman**, he drops his line baited with the idea he wishes his customer to get. He feels him cautiously approach to investigate, notes his first nibble and the bob of the cork of interest, waits and pays out the line and feels him take the hook, lets him have it and waits for him to swallow it, gives a dextrous and skillful twitch to his argument and fastens the hook in his gills. Then quietly, but firmly, hand over hand, he draws him toward himself and finally lands him and places him in his order basket.

Or like the **Huntsman** after "Big Game."

He calls his dogs **Discernment** and **Discrimination,** and warily approaching the haunts of his prey finds the trail. Patiently and with **fortitude** and **endurance** he follows it until he comes within sight of the quarry, then with **courage** and **enthusiasm** he prepares for the fray, loads his rifle of **demonstration** with his cartridges of **argument,** gets a bead on the beast through the sights

of **comprehension** and **good judgment**, finds the range and fires. He shouts with joy as he hits his mark and returns triumphant and rejoicing, bringing the spoils of the chase with him.

Again comes a change, and he is like the **Champion** of old, fighting the battle in defence of a principle.

He is not like the weakling or the coward who says "the enemy is too strong for me," but ignoring the brass, bluster and boastfulness of his competitors, he goes forth like David of ancient days, secure in his own strength, confident of the justice and righteousness of his cause.

He takes his little slingshot of **Decision** and his five well rounded and smooth stones:

1 Love of his calling,
2 Knowledge,
3 Courage
4 Faith,
5 Enthusiasm,

and backed by the firm conviction of his ability to succeed, he teaches the Philistine competitor in one battle that he is the conqueror and thereafter he is respected, admired and feared.

Again he is the **Diplomat** appearing before the Board of Arbitration in the form of the Executive Committee of a great corporation.

The battle of the competitors has been long and furious, crimination has been met with recrimination until all concerned are worn and weary and long for the end of the controversy and a final settlement of the whole matter.

The principle involved is a large contract of enor-

mous value to the successful bidder. He knows that others can give lower quotations for work which appears to be of equal merit. He does not believe in defaming his rivals and he knows that to do so would blast all hope of his securing the order.

He knows that he must develop the strength of his own position without apparently attacking the weakness of his adversary.

He knows that he must make apparent concessions and at the same time gain corresponding advantages without notice.

The position is one of extreme delicacy.

One misplaced word or one false step and he will be dashed to destruction.

Does he quail or show signs of nervousness? Not he! With calmness, confidence and cheerfulness he begins his argument.

He carefully points out with brevity and clearness the points of strength, beauty and symmetry in his own construction, he tells the reasons why it is considered more valuable to do things in just his way. He shows that, although the cost is somewhat greater, it is not to be considered when the resultant gain is taken into account.

He goes on "from strength to strength," logically, consistently, carefully and yet rapidly. The interest is not allowed to flag. He is so sure of his argument and so well founded in the knowledge of his subject that he never hesitates for a word or an illustration to make clear his point.

His hearers become engrossed in his argument and forget time, competitors and other engagements. The

interest is sustained to the end, and in a clearly conceived summary he goes over his ground in review and rushes his auditors to the only logical conclusion—the placing of the order with his house.

Victory? Yes and with it all the worry, anxiety and labor is forgotten.

The huzzas of the multitude, the blaring of trumpets, and the triumphal arch are no sweeter to the battle-scarred hero, than the smile and hand shake of his chief when he presents the evidence of his work.

Illustrations might be multiplied to show the comparison of the experiences of the Salesman with those of the Preacher, the lawyer, the statesman, the orator and many others, but these will suffice.

Is it any wonder that the Salesman loves his work, that he gives freely of his nerve, brain and brawn to the accomplishment of his task. That he forgets such words as discouragement, weariness and defeat in the brighter remembrance of the exhilarating uplift which comes to him with success?

But, says the skeptic, he does not always succeed.

Granting this to be true, the **one thing** that the Successful Salesman does more than any other man is to forget his failures and remember only his successes. He grows in confidence and strength by keeping before him the illustrations of his own prowess and leaves for the Unsuccessful man the habit of remembering his failures instead.

Each complete victory is a partial victory for the next endeavor and such a man starts in the race for supremacy with the goal in sight.

He keeps it before him every step of the way and

never loses it for an instant, and by this means he makes a straight line without curves or side tracks and finds thereby the shorter course.

Success will come to him who is willing "to set aside every weight and the sin which doth so easily beset him, and run with patience the race that is set before him."

He must prepare to meet disappointment, rebuff, unkindness, thoughtlessness and studied affront; with calmness, cheerfulness and fortitude, knowing that if he perseveres and continues to the end he will win the reward.

And if fortified by his love for the work, a knowledge of his business, a firm conviction of his fitness and a determination to win, nothing can or will prevent his ultimate success.

Again the doubter objects,

All men cannot succeed as Salesmen!

Grant this and what do you prove?

That to the man who thinks that he cannot, so will it be.

Any man of ordinary ability, gifted with plain common sense and a firm determination to succeed, in any calling, can do so if he is willing to pay the price.

No good work is ever accomplished without some sacrifice and the average man is not willing to make a sacrifice of present gain for the promised reward of something in the future.

He wants the fruit without labor.

He is not willing to go through the novitiate.

He is unwilling to handle the spade and the hoe.

He desires to start where the industrious man has ended.

He has no better chance of succeeding because of the love of work or industry of some successful friend or acquaintance, than the deacon had, who hoped to get to heaven on the religious experience of his wife.

But, if he has an absolutely unchangeable determination to succeed, he will succeed, if he is willing to make every thought and every effort count in the direction of his ambition.

If doubts and fears assail, apply the remedy.

Get in the line of progression.

Love your work or do something else.

Know your business or you cannot succeed.

Acquire courage as a result of knowledge.

Have faith that with your knowledge and resultant courage that you cannot fail.

And then with enthusiasm go in and win.

You cannot fail if you are in line.

THE VALUE OF FIRST IMPRESSIONS.

THE VALUE OF FIRST IMPRESSIONS.

Most individuals in preparing for a portrait, study to present themselves in the most attractive pose.

Has the thought ever been presented, that when a Salesman calls upon a man for the first time he leaves with him a photograph of himself, and that unlike the photograph made by the camera it will not be destroyed, but will make a permanent impression upon the memory and brain of the man upon whom he calls.

The assumption is that the impression will not be so faint as to be absolutely obliterated, because, if so, the man who calls is not a Salesman.

HAVE YOU MADE EVERY PREPARATION TO PRESENT THE BEST POSSIBLE PORTRAIT OF YOURSELF?

When you look upon a photograph of an individual for the first time an impression is made upon your brain which influences you in your conduct toward that individual if you ever chance to meet him.

You are conscious of an impression of either pleasure or displeasure, you are either attracted or repelled, you know instinctively whether you will like or dislike the original.

Remember now that if this is true, in your case, it is also true in the case of the man who looks upon you for the first time, and it is therefore of the utmost importance to you that the impression you make, shall be of the best, because it is frequently the case that before you have introduced yourself, or your business the man has unconsciously determined in his own mind whether

he wishes to deal with you or not, and you will, therefore, see that the first impression is most important.

What then are the things a man sees before you have spoken to him, and knowing them, how may they be cultivated and made as perfect as possible?

For the training in observation that you will get, carefully note everything in regard to the next man you interview. His personality, dress and demeanor.

You will find yourself either attracted or repelled, and for illustration of what is here being said try and tell yourself why.

Your impression of the man is formed instantly, and you determine just how you must approach him.

The same psychological influence is at work in him in regard to you.

This is the influence of personality, and upon the cultivation of a pleasing and attractive personality may depend your success in Salesmanship.

You should therefore appreciate the importance of an engaging and attractive personality.

While you cannot change the color of your eyes, the hue of your skin or the shade of your hair, you can and should so study and care for your bodily members and features as to make yourself as wholesome, cleanly and charming as possible.

In the first place every man can have a clean face.

Abundance of water and its proper application will improve the most irregular features.

No Salesman ought ever to go before a prospective customer with "cobwebs" in the corners of his eyes, or a one or two days' growth of beard upon his face; **yet men do it.**

He ought never to neglect his ears and neck, but men sit at the desks of prospective buyers who are utterly repulsive in this respect.

He ought never to go into a man's office with soiled hands and his finger nails "in mourning," yet men attempt to point out features in an illustrated catalog or a list or schedule of figures with hands not above criticism, to say the least.

Shoulders of a coat covered with dandruff and loose hair certainly do not add to the attractiveness of one's appearance; yet how many men "forget to remember" this.

Shoes unpolished and dust covered do not increase either self respect or comfort of mind, yet some men must plead guilty to this indictment.

Little things? Yes!

But the business balance turns on little things, and it makes a vast difference to you whether these little things are thrown in the scale in your favor or against you.

The man who is neglectful in little things is generally distrusted, and will never make the success of which he is capable, if he does not take them into account as he goes through life.

Clean face, ears, neck, eyes, teeth, hair and clothing **add to**; they certainly do not **detract from** your personality.

Physical Purity.

Next to external cleanliness, (and possibly before it) should come internal physical purity.

A foul breath resulting from a deranged system has cost many Salesmen the loss of orders.

Wholesome food, properly eaten and digested, sound sleep in well ventilated rooms and the observance of hygienic rules of living will insure pure breath, clear skin and bright eyes.

Learn to breathe properly; deeply inhaling pure air to the full extent of the lungs, at regular intervals, at least once every day.

Above all else, avoid the habitual use of liquor if you would appear at your best.

No man can continue to present himself in the best condition who uses liquor to excess, and aside from its effect upon your system and your appearance, let liquor severely alone during business hours because of its effect upon others.

The man who must have his "eye opener" or "pick me up" before he can do business, is on the direct road to failure as a Salesman.

No man can drink whiskey or beer during business hours without offense to the man who does not use them, and the Salesman who gives offence from any cause has thereby erected an obstacle which he may not have the power to surmount.

Avoid the whiskey breath.

The day of the triumph of the "Cocktail Brigade" in business has passed away.

Dress.

No man has either right or license to tell another what he shall wear or how he shall wear it.

A man need not be expensively dressed in order to be well dressed.

It should be very apparent, however, to any intelligent man, that he cannot wear soiled collars, frayed cuffs, threadbare clothing, or a coat soiled with either table or bar droppings without losing in dignity.

To be successful and prosperous as a Salesman, you must look successful and prosperous.

Do not look at the occasional exception of the man deficient in these details, who has made a partial success.

You cannot tell how much better he might have been had he added cleanliness and carefulness to his other strong traits.

Nine men out of ten upon whom you call may not notice anything wrong in either your person or your apparel, as they are not interested in you in any event.

The tenth man may be attracted to you by something you may say, and be a possible customer, and yet his sense of the fitness of things may be offended by some carelessness in your person or dress, and thus engender a prejudice which will influence him in withholding his order.

"Costly thy habit as thy purse can buy,
But not expressed in fancy; rich; not gaudy.
For the apparel oft proclaims the man."

Demeanor.

Good breeding and refined manners are of assistance to any man in any calling.

Thoughtfulness of others, be they lower or higher in the social scale is a mark of refinement and an index to your heart and mind.

No utterly selfish man is to be considered as having good manners. Your demeanor is the expression of your thought concerning those you meet.

Cheerfulness, kindliness and consideration radiate from the heart and countenance of the man whose mind is filled with love of his kind.

The Salesman who meets every one with a hearty greeting and an open, frank and candid statement of his purpose, will be given a respectful hearing, when the morose, sullen or secretive man will be relegated to the rear.

The plain, forceful, yet pleasant and agreeable manner of speech is an element in Salesmanship which should be most carefully cultivated.

Your speech should match and supplement your appearance and the more refined, cultivated and carefully chosen your words of introduction, the greater will be the impression on your hearer.

Good impression created by confident pose, proper clothing and the correct form of address are strong elements in the creation of confidence in yourself and your power.

Confidence in yourself will engender confidence in your statements, and these will create confidence in your commodity which will culminate in orders.

THE BEST METHOD OF OBTAINING RESULTS.

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Assuming that a man has a **good character,** possesses the qualities of **salesmanship,** has acquired a thorough **working-knowledge** of his subject and above all has an overwhelming **desire** and **ambition** to succeed, the purpose of this chapter is to give a brief outline of the best methods of procedure in order to get the largest possible number of orders in his territory.

Do you know anything about intensive methods of cultivating the soil? If so, you will understand clearly what is said, and if you do not you will be benefited by the knowledge that the reading of this will give you.

Intensive land culture and present day methods of selling specialties are much alike, and it is only the man who will adopt thorough and scientific measures who will make a success of either one. Farmers, nowadays, especially in the populous Eastern sections of the country have developed a system of cultivating the soil whereby they obtain a larger net return from the thorough working of 25 acres of land than their forefathers did in the working of ten times that surface.

Present day selling methods are analogous to the methods of intensive land cultivation in almost all of its particulars. The farmer who adopts this method must first have as a groundwork, a knowledge of the science of agriculture or horticulture, confidence in his ability and a sublime faith that the harvest will follow the seed time.

He then proceeds to make a careful and thorough analysis of his land. He determines from this analysis exactly what he must do in the way of fertilization or

enrichment, the best way of plowing, harrowing, cultivating and working, in order to obtain the most prolific yield, just what kind of vegetable or fruit is best suited to the particular soil, and having a full knowledge of the entire situation he then proceeds with his work.

First, he starts at the earliest moment in the season to prepare for his work, and has all of his tools, materials and seeds ready for use.

Second, he clears his ground thoroughly. He does not leave a clump of bushes in one place, a boulder in another and a tree stump in a third, but gets everything out of the way so that when he begins to plow he can plow his furrows straight and uniform in depth, that no single foot of ground shall be wasted. He does not say that one place is too dry and that another is too wet, or that one is too high and another too low, he works it all, and plows it all to discover for himself just exactly what conditions he will encounter on every foot of the ground that he has to utilize.

Third, having uncovered his soil and developed its qualities he is now prepared to decide definitely the use he will make of each separate section. Having determined this he gives it exactly the chemical treatment necessary to fit it for the purpose for which he has chosen it.

Fourth. He now goes over the entire field thoroughly with the harrow, mixes the chemical elements with the soil and then plants his seed. He has done his work so thoroughly and so intelligently that he has every reason to expect definite results from his work. Aside from the water supply which is sometimes beyond his

control, he will be able to tell you to a fraction what he will harvest.

Fifth. Although he is man of ability, knowledge and faith he knows that the planting of the seed is merely the beginning of his endeavor, and that if he would receive that to which he is justly entitled, he must expend further labor, and after the seed sprouts and the plant begins to grow, he must intelligently and carefully cultivate it from time to time until it blossoms and gives absolute evidence of coming fruition.

Sixth. From now on it is merely a question of watchfulness and faithful care to protect the work which has already been done, and he will therefore set round about his land, all necessary fences and safe guards and exercise personal intelligent watchfulness so that the results of his labor will not be destroyed by prowlers, ignorant wanderers, or petty thieves.

If he does all these things and does them at the right time and in the right order and with the proper energy he knows positively that in due time he will gather the harvest.

He also knows that if he fails to put forth a single necessary effort or neglects any reasonable precaution, the results will not be what they might have been, and will consequently nullify to a very large extent his positive acts.

"What has this to do with selling?"

THE BEST METHOD OF CANVASSING.

Treat your territory just as the Intensive farmer treats his small piece of land.

Start off with the firm conviction that properly plowed, harrowed and cultivated your territory will produce a crop of orders. Do not forget for a moment that there are numberless people in your territory who need your goods, some knowing, and some not knowing it.

You have a two-fold mission to perform,—

First, find the man who knows he needs a —— and convince him that your —— is the —— he should buy.

Second, find the man who needs a —— and does not know it. First convince him that he needs it and then persuade him that your —— is the —— that he needs.

Begin in one corner of your territory and religiously give a certain number of hours each day to original systematic canvassing, going into every door on every single floor of every building. Make a careful and correct list of the firm or corporation name of every one upon whom you call, and in addition to this make a memorandum of the names and initials of the individual you talk with, and if he is not the court of last resort, learn the name and business habits of the man you want, and make your plans to see him at his convenience.

Also note in writing, whether he has a —— or not, if so, what kind of a ——, size, make, age and how long he has had it.

Do this day after day, in season and out of season, rain or shine, hot or cold, and you will soon have an

acquaintance with, and a relationship to, the people in your territory that will turn a crop of good round dollars of Uncle Sam's money into your pocket.

The thorough, conscientious, systematic and strenuous canvass of your territory is like the plowing on the part of the farmer.

The information you obtain telling you how best to work, and what additional efforts to make, is like the mixing of the chemicals and the smoothing of the harrow.

The acquaintances you make in your interviews, carefully leaving your imprint, tearing down false impressions and building up a better understanding of yourself, your Company, and the goods you are selling, is like the careful cultivation which the farmer gives his crops after they begin to grow.

The systematic "following up" of items, watching your man and keeping in touch with him to see that he is not misled, misinformed or deceived, by your competitors, may be likened unto the fence building and careful watchfulness of the farmer after he has done his plowing, harrowing and cultivating.

If the new Salesman pursues this method from the beginning and refuses to allow himself to be led astray by false teaching, or become despondent or discouraged, because his business does not immediately grow as fast as he desires, he will soon find that he has a steady income of inquiries, business and orders in a larger measure than his most sanguine hopes led him to expect in the beginning.

SALESMANSHIP THE EFFECT OF THE WILL.

Persistent, tireless effort in locating possible customers is highly commendable, but the man who stops there and is unable to make use of the knowledge gained in his canvass to finally close the sale and secure the order, is not a Salesman.

The work of the canvasser may be likened unto that of the prospector for precious ores. If he does not develop his prospect, dig out and discard the worthless elements and separate therefrom the valuable portion by washing, working and cradling, and finally by smelting and refining the precious metal, thus reducing it to a marketable commodity, all of his labor in prospecting will have been in vain so far as his own personal gain is concerned.

Having canvassed a portion of the territory thoroughly the Salesman will begin to develop his prospects and in doing so he will consciously or unconsciously use certain well defined principles.

Every successful Salesman uses the same principles in the practice of his profession, whether he knows it or not.

He knows that the determination to make a sale, is the main factor in the premises, and that he only fails when he meets a determination, or will force, superior to his own.

Provided you have prepared yourself thoroughly in accordance with the suggestions given in the chapter on Salesmanship, you may succeed in the career of the Salesman if you **will** to do so.

The method of procedure in the sale of specialties is identical and the variations are only in the detail and technicalities.

There are seven steps in the ladder of Salesmanship which you will surmount round after round as you go upward toward success in selling.

1. Attract attention to yourself.
2. Arouse an interest in your product.
3. Create a desire for its possession.
4. Feed the desire and cause determination to buy.
5. Cultivate determination into a resolution to buy of you.
6. Develop the resolution into a decision to buy of you **now.**
7. And take the order.

PROCEED LOGICALLY.

Your purpose will be most easily acomplished by making your progress logically, and the recommended order is as follows:

1. Seek your possible customer and locate him.
2. Introduce yourself and attract attention.
3. Carefully study and properly classify him.
4. Learn his peculiarities and probable needs.
5. Get on common ground as early as possible.
6. Determine whether you will make the sale or not.
7. If yes, prepare your plan and stick to it.
8. Preserve unity and harmony in introduction, demonstration, development of argument and climax.

DO NOT WABBLE.

1. First of all seek your man and locate him.

Be sure you have found the right man before you begin your real work.

Do not waste your mental energy or expression upon one who has no authority to make a purchase even if he is convinced of the merits of your proposition.

If referred by a principal to a subordinate you will of course make as much endeavor to convince him, as you would his superior, because he is acting for and in his stead.

2. Introduce yourself and attract attention.

This you will do by the power of your personality, your appearance and your manner. (See chapter on "The value of first impression.")

Follow this by a well conducted introduction of yourself, your business and your purpose in calling. This is the place for brevity of style. Put what you have to say in the fewest possible words that will clearly and properly convey the information. You need not be laconic and possibly give offense by the abruptness of your speech, but avoid above all else verbosity, the long, wordy and meaningless introduction.

As an illustration of brevity note the following:—
Mr. Ferguson, my name is Jones. I am with the COMPANY. I came to interest you in our proposition.

Compare this with the laconic utterance, as:

I came to sell you a ——

Or the verbose and lengthy style, as: Is this Mr. John Ferguson, I thought you looked like him, how do

you do this morning, it's a fine day, isn't it, I do enjoy these clear and bracing autumn days, they make you feel like working, and you are glad that you are alive.

I got the impression from some source which I cannot now remember that you would be glad to have me call upon you in regard to a matter of mutual interest, and I thank you very much for giving me this opportunity to meet you.

You know we are the largest manufacturers of our line in the world, we have branch houses in all the leading cities and agencies for the sale of our goods in many smaller places, and in addition to this our travellers cover every town and hamlet in the country.

Our Export business is constantly growing and our name is known all over the civilized world—

Who, do I represent? Oh, yes—I am the special executive travelling agent for the

COMPANY, who are known as the leaders in the line and whose factory is equipped with the finest machinery and the most skilled workers known to the art.

Our officers are men of long training and experience and are therefore fully qualified to produce the best ——— that is possible to make—**world without end.**

This man if allowed to go on would spin out his introduction to cover his entire demonstration and argument, but the chances of his being allowed to do so are small because he has not aroused interest.

3. **Carefully study and classify him.**

An Arabic Philosopher has classified men so thoroughly as to cover the entire field and you would do well to specially note it.

The man who knows not and knows not that he knows not
He is a fool—avoid him.
The man who knows not and knows that he knows not
He is worthy—teach him.
The man who knows and knows not that he knows
He is asleep—wake him.
The man who knows and knows that he knows
He is wise—follow him.

You will meet every one of these men in your experience, and it will be your duty as a Salesman to know which class to place him in the first time you meet him, and thereby be enabled to determine the method of treatment that will best accomplish your purpose.

Look your man squarely in the eyes and see whether he responds or not. You will know by the manner in which he meets you who is the stronger.

If you quail before his gaze, you are immediately on the defensive, and your position is materially weakened.

If you see fire in his glance, it is a challenge which you should accept, and prepare for a battle royal. The result will depend upon who has the greater skill, the stronger will and the most endurance.

If he wavers, drops his eyes or fumbles his papers, you will know that he recognizes the kingship within you, and it is only a question of good judgment, and the persistent use of your stronger mentality to capture him.

If a Salesman fails in his classification he may make an error which he cannot overcome.

4. **Learn his peculiarities and probable needs.**

There is much danger at this point because it is here that you should get your customer to talk.

You may not be in a position to form an intelligent opinion of his needs, and cannot know how to make your plans for your own procedure until he tells you where he stands.

Many a man fails utterly as a Salesman because he does all the talking himself and does not allow his customer to tell him much that would help him in finally securing his order.

A fine trait in a Salesman is to be a good listener and at times is a much stronger influence for success than to do the talking himself.

A man who stands patiently while his customer states all his excuses, objections and alleged reasons for refusing to buy shows a strong reserve force which in itself will help him to win.

Some men never admit that a suggestion for a necessity can come from anyone else and such a man must be coddled. Do not thwart him.

Another resents a suggestion of carelessness in not having provided himself with proper business safe guards and his resentment must be allowed to cool.

Another thinks he knows better how to invest his money than you do and a commendation of some former purchase, which is apparent, may put him in sympathy.

Another has a grievance against someone who looks like you and your appearance brings it to the surface and you must overcome his prejudice.

Another has had an unpleasant experience in the purchase of something on which he was not posted and has a spirit of doubt which you must discover and destroy.

Another is aggrieved because of some mistaken affront or misunderstanding with your house or one of its Salesmen, and you must explain what you can and overshadow with your personality what you cannot.

And so on without end—

5. **Get on common ground as early as possible.**

The main purpose now is to get his point of view and determine whether or not he needs your goods,—

Having become acquainted, uncovered his objections and found his needs you are now on common ground.

You know just where he stands and you know whether you have anything to hope for and work for or not.

Show a desire to be helpful, and if he has a need which is apparent to you, carefully lead up to it and give the reasons you have for believing you can help him.

Do not be too broad in your generalizations or too indefinite in your presentation.

Show him specifically why he personally needs your goods by reference to something in his own business.

Always give a "reason for the faith that is in you."

6. **Determine whether to make the sale or not.**

Sometimes it is not desirable or wise to ask a man to buy. Either he is not ready or does not quite see the necessity for the action you suggest, and is too fully occupied to give you that attention he should, if you are to convince him.

In such a case, a graceful withdrawal will result in an invitation to call again and if you do not get it voluntarily you can always suggest it, and if you are courteous and polite you will generally get it.

It is most unfortunate, and always results in failure for a man to rush from introduction to climax without demonstration. To ask a man to buy without giving him reasons, is foolish in the extreme.

7. If determined to sell prepare your plan and stick to it.

The basis of asking a man to buy should be your conviction that he will be benefited by the transaction.

The conviction that you wish to assist him, and that your effort is more a desire to benefit him than to make a personal gain for yourself, will help him to decide in your favor.

Never ask a man to buy from you because you need the order, have had bad luck, or that your employer is overstocked. If he is really interested he will drive a hard bargain and if not he will consider you a mendicant.

Put every proposition upon a strictly business basis, and let every word be an attempt to prove your contention.

Show him that the possession of your product is useful to him in his business and give him good sound and irrefutable reasons for your belief, based upon your knowledge of his needs.

Explain that the quality of your article is well known and that its possession is an evidence of good judgment on his part.

That its beautiful appearance will add to the attractiveness of his office and its features of safety, beauty and utility will increase confidence in himself and his business.

Consider carefully every point possible to present and then go in and win.

8. **Preserve unity and harmony in introduction, demonstration, argument and climax.**

Not only must order be observed if you would give a clear picture to your customer, but you must preserve a unity of thought and give a harmonious unfolding of your plan if you would create the right impression.

Careful approach and introduction must be followed by a forceful demonstration.

A sound, logical argument and a rapid and brilliant review are necessary to win the day. (See chapter on Expression.)

THE ART
OF
EXPRESSION.

THE ART OF EXPRESSION.

Expression is the art of conveying to another in words the thought that is clear in your own mind.

The skill to concisely and clearly accomplish this will determine in a large measure your success in Salesmanship.

The ability to give terse, lucid and convincing expression to one's thought is one of the rarest of accomplishments.

The man who desires to become a successful Salesman must, without neglecting other essentials, cultivate this art, and to do so involves no thought of assistance from any source except that which is directly within his own control.

While predisposition in this direction is ordinarily considered to be essential, the facts of history and reference to common experience is a full refutation of the fallacy of this thought.

No man is ever born with the ability to speak well and each one must follow the same course of true education and broad culture.

This you will best accomplish by careful habits of logical thought and reasoning, together with a study of the meaning of words and the practice of arranging them in proper order and using them in exactly the right place, and the man who will do this will gradually develop into a clear, logical, fluent and convincing speaker.

One of the most common and trite forms of ridicule in school boy days was aimed at him who was said to have "swallowed the dictionary." Such an one was

usually looked upon by his associates as an unnecessarily hard worker, but if we knew the lives of all such early associates, it would probably be discovered that they, like many other men of note (who worked while others slept) are now standing at the heads of their respective professions.

THE DEEPER THE KNOWLEDGE, THE BROADER THE CULTURE, THE KEENER THE REASONING FACULTIES, THE STRONGER WILL BE THE POWER OF EXPRESSION.

Knowledge comes to us as the result of experience.

First, we derive knowledge from an acquaintance with the traditions, history and personal accomplishments of those who have preceded us, and this knowledge comes to us from the reading of proper books.

Second, it comes to us as the result of our individual experiences and the experiences of our associates and the thinking men and women of our own times.

We should therefore seek every opportunity to dig deep for knowledge and this may be best accomplished by care in the selection of reading matter.

The average man devotes his time for reading to newspapers, pictorial weeklies, popular magazines, effervescent short stories and light frothy fiction, and the result of his reading is evidenced in his speech.

If you have a desire to deepen your knowledge you should give some time each day to serious reading of wholesome and sound literature on such subjects as Politics, Ethics, Philosophy, History or Biography.

You should read with a purpose and that purpose should be the clear understanding of the thought of the writer in hand.

Get his meaning by analyzing his statements and by making his thoughts your own. Weigh his propositions and determine whether his arguments prove them to your satisfaction. Criticise his use of words and sentences and in order that your criticism may be intelligent, make sure that you know exactly the meaning of the words he uses.

Consult your dictionary and get in mind a clear definition and correct understanding of the thought he is attempting to convey. Accept the word and thought that appeals to your understanding and deny and refute the statements and conclusions that your own reason rejects.

A most helpful influence in the art of expression is a familiar acquaintance with the writings of the masters of the English tongue. Reading the best thoughts of the great minds of the centuries and thinking in this language of simplicity, purity and nobility, soon develops the habit of speaking in the same manner.

The storing of your mind with the carefully chosen sentences and sublimely written verses contained in the works of the best writers of our own and earlier times, ultimately gives a stock of riches upon which you can draw for your own use and purposes.

The man who would learn to speak eloquently and express himself interestingly and convincingly should read, ponder and mentally digest the poetic charm, exalting ideals, illuminating descriptions, logical arguments and close reasoning to be found in such books as:

The King James' Version of the Bible.

The Poetical and Prose Works of Wm. Shakespeare.

The Pilgrim's Progress by John Bunyan.

Philosophy of the Human Understanding by Locke.
The Essays of Joseph Addison.
The Ethical Works of Ralph Waldo Emerson.
The Poems of Henry Wadsworth Longfellow.

In addition to these there are many other valuable books which are considered excellent examples of choice English Composition, and among others the following may be recommended:

Lorna Doone by Wm. Blackmoor.
Prue and I by Geo. Wm. Curtis
Henry Esmond by Wm. Makepeace Thackery.
Intellectual Life by Philip Harmerton.
Across the Plains by Robert Louis Stevenson.
Lecky's Map of Life by Wm. E. H. Lecky.

The man who knows, and uses that knowledge to gain more (by giving what he has) whose education is broadened into true culture, will soon develop the habit of logical thought.

Bear in mind that no matter how great your knowledge, it will be of no value to you as a Salesman, if you lack the ability to make it known and understood by others.

To be successful as a Salesman you must have the qualities of the teacher, and the main function of a teacher is to cause others to know that which he knows and which he wishes them to know.

It is said that "Knowledge is power," but power is valueless unless it is given Expression. There was just as much power in the product of water and fire before the invention of James Watts as there has been since, but it was latent and valueless because it lacked a

vehicle of Expression until the invention of the Steam Engine.

WE MAY, THEREFORE, LAY DOWN THE PROPOSITION THAT KNOWLEDGE LACKS POTENTIALITY UNLESS IT IS ACCOMPANIED BY THE POWER OF EXPRESSION.

How many men do you know who are carrying around a so-called "College Education," who are walking encyclopedias on many subjects, and yet who, through lack of their ability to give expression to their thoughts, are only able to earn a daily wage.

So then knowledge of itself without ability to make use of it in logical thought is of no value to the Salesman and the man who cannot think clearly and reason logically will never be able to give a clear conception of his thought to another.

Clear thinking and close reasoning develop from the assimilation of what you read, and the ability to use the knowledge so gained in your own thought and speech. The man who finds himself unable to convey clearly to another the thought which he has, will probably discover that the thought is confused in his own mind and he should go back to first principles and learn to think logically before he attempts to give verbal or written expression.

Every man, who intends to become a Salesman, should cultivate the custom of self-communion and develop the habit, between calls, of arranging in his mind, effective forms of speech for use in emergencies. He will not always be able to use just the form that he has arranged, but if this habit is developed fully he will soon learn that he will receive what appears to be

an inspiration of the moment, but which will be in fact the result of the planning of months.

As your experience gives you a knowledge of the different types of men you meet, you will devote your thought to proper methods of approach and the proper forms of speech to use, and you will discover that you are never at a loss for the proper words to meet the emergency.

It has been shown that while knowledge is fundamentally necessary to develop clear thinking and deep reasoning, and that both together are absolutely essential to proper expression, neither one or both of these accomplishments will give to another that which you wish him to have.

An acquaintance with the rules of grammar and the art of rhetoric is helpful and reassuring, but a knowledge of all the rules of phonetics, etymology, syntax and prosody, and all the arts of logic, esthetics and ethics will not make you a good speaker.

In addition to and apart from all this there must be the ability to express clearly, in right order and understandable terms.

Your knowledge will be the basis of your thought and your knowledge and thought will enable you to prepare in your mind that which you desire to impart, but in order to convey it, it must be given Expression. Expression only comes from the printed page or the spoken word and it is primarily with the latter that the Salesman is concerned.

You will therefore upon all occasions, in the privacy of your own home, in conversation with your family and your business associates, and particularly when

face to face with your possible customer, study to use the right form of words, in exactly the right relation, to effectually convey your meaning.

Study and understand the mental equipment of your hearer and if you find that you are "talking over his head," or are not making yourself fully understood, **Stop! and begin over again.**

Never talk for the sake of using words or airing your knowledge. Have one purpose and let that purpose be the determination to convey to your hearer that which you wish him to know.

Start at some common point of agreement and work out and up from that point, carrying your auditor along in the development of your proposition, making a clear and acceptable demonstration of each point before you proceed to another.

Do not force your thought. Let it be voluntarily accepted. Watch the eye of your hearer and make sure that you see the light of intelligence before proceeding. Keep him in a receptive mood by gradually leading up to the main point of your argument.

Use carefully chosen and apt illustrations of the things he knows and understands, to make plain that which you wish him to apprehend and accept.

Connect each succeeding statement with the one preceding it and make its relation so apparent and so plain that there will be no flaw or break in your demonstration.

Do not leave anything to be misunderstood by failing to join together every link in the chain.

Cultivate brevity and terseness in your speech. One

of the greatest mistakes of the average Salesman is verbosity of style and the result is an impression on the hearer of words! words! words! without a single idea.

Use illustrations, anecdotes and stories when they are germane to the subject and will more readily illustrate your point of view, but let them be succinct and directly to the point.

Let the relation of the illustration to the demonstration be so plain that no uncertainty may exist as to your purpose in introducing it.

When you have made a proper introduction, a clear demonstration, a full and complete argument, and you know you have carried your hearer with you during the entire journey, always make use of review.

Here is the danger point and any diffuse or wordy ending may spoil the effect of all that has gone before.

Brevity, terseness and completeness in the review is one of the marks of the real Salesman, because this enables him in a few well chosen words to rapidly and concisely make a second and final presentation of all of the main points, (which he has given in detail,) and thus bring the mind of his hearer into exact accord with his own.

THE FAILURE'S ALPHABET

WHY SOME MEN FAIL.

"O, wad some power the giftie gie us
To see oursels as ithers see us."
—Burns.

If each of us could have one friend whose judgment of himself he was willing to accept, and if that friend were infallible in his analysis, we should all approach more nearly the state of perfection.

As this is practically impossible it may be well for us to consider at this point some general defects of the average man, and if we are sincere in our desire to improve ourselves we may make some applications that will be helpful.

If with our own eyes we could see ourselves as we are seen by others and the evidence of our own defects were as apparent to us as they are to our friends and enemies, we should speedily seek means to avoid lapses, correct faults and supply deficiencies.

On the whole it is a munificent provision of the Creator that we cannot always see ourselves, because, as we are with ourselves so much more than with any one else, we might be dismayed by a too continuous introspection.

However, the deficiency is more than compensated for in our ability to perceive the defects of our associates. As we recognize in others the hinderances to their perfect usefulness and success in life, we may, if we are wise, draw analogies therefrom to assist us in our own growth and development.

Many a man of good address, with pleasing personality and many of the traits and characteristics of a

good Salesman, fails in the accomplishment of all that he is capable of, because of some positive or negative fault of which he is unaware.

Not having a candid friend, or being unwilling to accept the opinion of others, he goes through life making a failure instead of a success solely on account of some slight omission or defect which he could easily correct if he would.

The first step in the correction of an error is to acknowledge it, and having acknowledged it, to use all the will-power with which you are gifted to make the correction.

If you find in the following pages an illustration of any deficiency or fault of which you know yourself to be guilty, it is hoped that an application may be made for correction, growth and a larger measure of success.

AWKWARDNESS.

The manner in which some men stand, hold their hands, shuffle their feet, twirl their hats, drum with their fingers (the devil's tatoo) and carry themselves in general, is so painful to the sensitive onlooker that if not annoying, and therefore offensive it is at least so distracting as to prevent any one from giving uninterrupted attention to what they are saying.

Erect carriage of the body, ease and comfort in motion, freedom from odd gestures, clumsy movements and annoying actions are absolutely essential to a proper presentation of what you may have to say. All the attention of your customer that is taken up in painful sympathy with your evident nervousness and physical and mental suffering is just so much less attention to your message.

Take physical culture, elocution, mental culture, breathing exercises and the criticism and advice of your best friend until you secure physical pose and mental balance.

When you cease to think of yourself and the impression you are making you will become natural, and when natural you will be at ease.

BOASTFULNESS.

It is a grave question whether any one ever made a sale by boasting of himself and his prowess.

All efforts put forth in talking about yourself and in telling how great a man you are is just so much time and attention taken from the main theme.

Your main purpose in the interview is to interest and concentrate attention upon your product, and every digression, be it ever so slight, is going "backwards in your progress." (To use a hibernianism.)

The day of the brassy voice, silk hat and red necktie in Salesmanship has gone, never to return.

Modesty in demeanor, civility in manner, quietness and gentlemanly conduct is what is required by present day busy men.

Avoid arrogance, haughtiness, toploftiness, officiousness and presumption.

Do not concern yourself about your personal impression. Submerge your personal achievements and exalt your commodity and when you have made your sale, you will learn thereby that you are personally regarded as you should be.

COWARDICE.

The average buyer is drawn toward a courageous man at once.

The man who shows apprehension in his manner and voice immediately creates a suspicion in the mind of his hearer.

We concluded in our first chapter that Fear was the result of a lack of knowledge, and if you show fear in the slightest degree you will immediately create suspicion and inspire distrust.

If you lack courage, stop! turn about and flee.

Do not try to advance because you will become panic-stricken and spoil what little chance you have.

Nothing is so demoralizing as failure, so you must abandon all effort until you can go forward with determination and confidence and then nothing can withstand your assault.

Get back to first principles, gain courage through love and knowledge and then return to the attack.

A most helpful and inspiring thing to do when you feel your courage begin to ooze is to recall your past successes and the triumphs you have won.

You will then repeat for inspiration some such lines as follow, and feeling heartily ashamed of the weakness that nearly overwhelmed you will go on to victory.

COURAGE.

"Out of the darkness that covers me
Black as the pit, from pole to pole—
I thank whatever Gods may be
For my unconquerable soul!

"In the fell clutch of circumstance,
I have not wept nor cried aloud,
Under the bludgeonings of chance,
My head is bloody but unbowed.

"It matters not, how strait the gate,
How charged with punishment the scroll,
I am the master of my fate,
I am the captain of my soul."

DISSIPATION.

"It is hard for thee to kick against the pricks."

In spite of the wrecks lying all along the road of life, in spite of the evidences which are everywhere presented, in spite of the waste and confusion, some young men still persist in trying to do business and indulge themselves to excess.

Nothing is further from the intention of this book than to try in any way to abridge the liberty, personal rights or privileges of any one, and total abstinence is not necessarily implied.

One thing, however, may be emphasized without fear of contradiction, and that is any excess is an absolute hinderance to Success.

Intemperance of any kind makes a demand upon the physical forces and mental faculties that will sooner or later show in your work.

No man who hopes to make any unusual success can afford to be guilty of overeating, the excessive use of intoxicants, the immoderate use of tobacco, or any other indulgence which reacts in lassitude and mental depression. So much for the effect upon yourself.

On the other hand it would not be going beyond his privilege and right if every employer should insist that his Salesmen should abstain, absolutely and without exception, from the use of all intoxicants during business hours.

He has a right to demand this, not on account of any right of paternal supervision over the morals of his men, but because the effect upon prospective customers may result in loss of business.

The Salesman who drinks during business hours is a fool.

ENMITY

Every Salesman must use extreme care in avoiding the making or enemies.

If it were possible he should not make any enemies whatever but this is hardly to be expected.

If he does his work well and especially if he does it successfully, he is bound to make enemies of the weaklings among his competitors.

No man can hope to do business aggressively and make a success of his work without unintentionally giving offence to those who compete and fail.

Be aggressive and persistent, hold up your head and act courageously, fight if need be to maintain your position, even if you make some enemies among your competitors, but above all else avoid creating enemies among those who buy your goods.

It has been well said that the man who does not make any enemies is the man who never does anything.

He is the jelly fish and the rubber spined nonentity of the business and social world.

He is all things to all men in the most reprehensible form and he agrees with everything and everybody because of his lack of positive ideas and convictions of his own, or his fear to give them expression.

He is the moral, social and business "stink pot" of the present day and he usually occupies a relation to his associates in conformity therewith.

There is, however, the danger of the other extreme, viz., that of being so self opinionated and so puffed up with your own importance as to give offence and thus make enemies.

The Salesman cannot afford to make enemies of those whom he is endeavoring to sell and must confine himself to making the list of his enemies consist of those whose toes he has trodden on in competition.

He will make some enemies no matter how careful he may be, but let him be sure that the majority of them are his disappointed competitors.

He must not make any enemies among his customers.

FALSIFYING.

There are so many and devious ways of falsifying that the borderland between truth and falsehood is constantly in danger of invasion if the greatest care is not observed.

Possibly no man is distrusted quite so generally and so thoroughly as the liar.

The road from cowardly evasion to plain lying is so full of traps and pitfalls for him who is not thoroughly grounded in truth that it may be profitable to count the steps downward.

There can be no greater indication of greatness than the readiness to say "I do not know."

To evade a question is to create a suspicion that you are ignorant or have something to hide.

Evasion may be justifiable if it is to offset impertinence.

Subterfuge is a form of evasion for the purpose of concealing and is never justifiable.

Equivocation is the giving of false impressions and is always wrong.

Prevarication is concealment for the purpose of personal gain.

Lying is deliberate and studied falsification and deception. The moral effect upon the man who habitually resorts to anything but the truth is unqualifiedly demoralizing.

The habit is reprehensible in the extreme and like all other bad habits will ultimately destroy moral sense.

Its effect upon others is to create suspicion of all statements that may be made and when a man once

gets the reputation of being an unmitigated liar his usefulness is at an end wherever he is known.

The world may seem large and he may continue to deceive for a long time by a constant change in his base of operations, but certainly there is a more excellent way, and even from the low standpoint of policy Truthfulness will be found to be the best.

FOR AFTER ALL
THE WORLD IS SMALL,
AND MEN WILL LEARN YOUR WAYS,
AND FINDING YOU
TO BE UNTRUE
WILL DOUBT YOU ALL YOUR DAYS.

GREED.

In all our thoughts and actions we shall find a two fold result.

1. The effect upon our own characters and morals.
2. The impression upon those with whom we associate.

Some faults react with greater pressure upon ourselves than others, and of all those making for unhappiness, none is more pernicious in its effect than Greed.

The seed from which greed sprouts is covetousness and the inordinate desire for possession.

Prudence and the habit of being provident is commendable but must be kept within bounds.

As long as our desires can be gratified without encroaching upon the rights of others we shall be on the safe side.

When our desires begin to take the form of covetousness, selfishness and avarice we are getting beyond the danger line, and unless we stop and "right face about" we shall finally come to be parsimonious, niggardly and miserly.

No man can be successful and happy in any true sense who allows all generous impulse to be crushed.

Each man who associates with others in the business or social world of to-day must be prepared to keep up his standing among men by doing his full share.

Generosity without injustice, magnanimity without ostentation and openhandedness without waste must be practiced by you if you expect return in kind.

The miser, the niggard and the greedy man must soon become a recluse.

It will therefore be seen that in a Salesman it is sure to lead to positive failure.

It matters not what some men have,
They always seek for more;
Their needs do not control their wants
Nor do they lay in store
For times of plague and famine,
But solely that they may
Show dispositions like the dog
Who spoils the horse's hay
By lying in the manger,
And growling in the stall,
Not because he has no kennel,
But because he wants it ALL.

HYPOCRISY.

The forms of hypocrisy are manifold.

The desire to appear better than you are shows a lack of sincerity without which it has been shown we cannot have perfect character.

Some forms of hypocrisy most common are here given, and they will suggest others.

All right thinking men respect the views and opinions of others, no matter how apparently absurd, if there is evidence in the daily life of the man to support and prove his professions.

The man who joins and attends a church and subscribes to its creed, is expected to show his sincerity, by the doing of those acts commanded and the omission of those things enjoined.

The teacher of the Sunday school or the lecturer or leader in any moral movement is expected by mankind to practice in his contact with others the principles he asks others to follow.

The strenuous advocate of total abstinence of one form of immortality is expected by men to abstain from all forms of vice not countenanced by the social circles in which he moves.

We are none of us so perfect as to reflect the whole of the Deity within us, and it therefore behooves us as sincere and honest men, not to pretend to that to which we have no real claim. Avoid all pretense and affectation if you would retain the respect of your associates.

Do not publicly "Thank God that you are not like other men" because if you do you will give occasion for others to offer up praise that they are unlike you.

IDLENESS.

The old saw reads:

"Satan can always find some work
For idle hands to do."

Without regard to your belief in a personal or impersonal devil, you do know that nature abhors a vacuum— Trite? Yes, but true for all that.

We only grow by expression or exercise, and the man who neglects physical exercise soon becomes the physical nonentity. To lie still is to die.

What is true of the body is also true of the mind.

Unless we constantly use our mental faculties in planning, reasoning, studying or the contemplation of something good, useful or beautiful we shall not grow, and to stop growing is to begin to perish.

No man who is looking forward and upward in life should allow one minute during his waking hours to pass without some mental, moral or physical exercise.

Young men especially should cultivate the habit of thrift and industry if they hope to climb the ladder of success.

"So little done, so much more to do" is a cry that goes up constantly from the hearts and lips of those who have learned to work.

Shun idleness as you would the pestilence if you would make the most of the opportunities that lie before you.

The most familiar form of idleness is Death.

JEALOUSY.

The most pitiable form of vice and lack of mental poise is jealousy.

It is the unconscious expression of your own limitations and abilities.

When the thought of the success of others, and their preference to yourself becomes a controlling and prominent influence in your thoughts, you would do well to take an inventory.

Unless you choose to take the untenable position, that your own judgment must be substituted for that of those who are in constituted authority you must see that there is never any cause for jealousy.

Jealousy engenders suspicion, envy, malice and hatred of our kind. Certainly these thoughts are not to be encouraged if you have any desire for peace of mind or mental stimulation.

Any thought that arouses the worst within you making prominent your greatest deficiencies and faults, should never be allowed to find lodgment in your heart.

Kindliness, helpfulness and a spirit of love for mankind in general and your associates in particular are the antidotes for jealous thoughts.

"To be true to the best that is in us,
Nor falter, nor fail in the test."

is a much more noble and helpful resolution than to allow ourselves to harbor jealousy.

No jealous man will ever do his work as well as he might.

KNAVERY.

Common dishonesty may exist without much brain or mental training to give it incentive.

The law provides punishment for all forms of crime, and the defaulter, peculator, thief, highwayman and robber may be reached and punished if caught.

Society protects itself against the commission of those crimes which may be classified and codified, but it has not yet learned of any form of protection against the Knave and the Liar.

Public opinion, that elusive and uncertain quantity which changes with every shift of the wind, sometimes condemns but more often acquiesces in knavery when its effect is not personal.

The most deplorable feature of knavery is that it is the prostitution of a mental equipment, which, if properly employed and guided by character, would make for the good of mankind and the moral uplift of the individual.

Cunning in securing confidence, quackery in instilling hope and expectation, craftiness in the development of the plot, trickery in the concealment of the true purpose, finesse in the art of deception, and fraud in the execution of the design, are the methods and tools of the Knave.

The young man who would develop his character to its greatest possible strength, must not only avoid all direct forms of knavery, but in addition must train himself to avoid all forms of dishonest thought.

The quick monetary return and the colossal fortunes being created as the result of Graft, Knavish practice

and Xanthic morals are a sore temptation to one who must work hard for a slight return, but the day of the Knave and the Grafter will pass away, in the moral awakening of the people, and industry, thrift and common honesty will still survive.

LAZINESS

If there is one trait more prominent than another, to be singled out as the most undermining, degrading and pernicious in its effect, it is laziness.

Undoubtedly there are more failures in life as the result of laziness than from any other cause.

We should not confuse the thought by failing to take account of the natural slothfulness or sluggishness of some natures for which some allowance must be made, but one of this mentality should never enter upon the career of the Salesman.

Inactivity, the result of timidity, ignorance or modesty; inertia as a result of illness or the consequential mental depression; procrastination, the habit of never doing to-day what can possibly be put off till to-morrow, and indolence which is the state of not caring to act if it is possible to avoid it, are all faults closely related to laziness and to be considered together.

All such defects are amendable to the will of the individual, and if the will to do is strong enough, the constitutional predisposition to any of these faults may be removed.

It will be admitted that no great effort will be exerted by one who has allowed any of these faults to become characteristic, and unless the fault is removed no pronounced success can be expected.

If, as intimated in a previous paragraph, laziness is the most regrettable and pernicious cause of failure, then we should look for **Industry,** the antithisis of laziness to be the greatest factor in producing success.

We should constantly keep in mind the lines of Longfellow:

"The heights by great men reached and kept,
Were not attained by sudden flight:
But they, while their companions slept
Were toiling upwards in the night".

One difficulty with many young men is that they are not willing to "tread the wine press".

Success in selling like success in most other lines only comes by hard, continuous and persistent endeavor.

There is no royal road to success in selling, any more than there is to learning.

The hours when the Salesman can actually work vary in accordance with the line he is carrying, but in any event the time is necessarily limited, and unless he learns the value of minutes and how to use them without waste, much valuable time will be lost and many opportunities for accomplishing his purpose will be gone forever.

Judgment in the use of time is a very important habit to acquire and one of the most rare.

Shall I wait for my man or shall I go elsewhere and return, is a question recurring daily and sometimes hourly.

Everything should be planned and executed with a view to spending the greatest amount of time in the presence of possible purchasers.

Let your plans always provide for the care of business engagements promptly and as nearly as possible to suit the convenience of your customer. Remember that next to your employer your customer is entitled to your greatest consideration.

It is your duty and privelege to help them both to make money, and if you do the result should and will be satisfactory to yourself.

Diligent effort intelligently applied and rubbed in with hard work, will surely win success in selling.

Nothing will do more to overcome lack of genius or early training and education than hard work.

The results of effort will always be apparent when genius may lie dormant and die of inertia.

Hard work continuously indulged in because of the love for it is a sure cure for most ailments that flesh is heir to.

If things go right, work!
If things go wrong, work!
If you are repelled, work!
If you are encouraged, work!
If long life is attractive, work!
If you are disheartened, work!
If you desire to be happy, work!
If failure seems imminent, work!
If the day is dark and cloudy, work!
If your affairs need bolstering, work!
If your duties in life are irksome, work!
If you don't see immediate results, work!
If you are worried by domestic care, work!
In heat or cold, sun or rain,
Light or shadow, success or failure, WORK!

Work is a tonic possessing more virtue than any other.

"Work while it it day for the night cometh when no man can work".

MALICE

The harboring of unkind thoughts keeps many men from thinking of those things which make for Success.

No man should spend his time in harboring grudges, making spiteful plans for retaliation or seeking means to be revenged when there is so much to be done in the world that will make him happy in the execution.

All the time spent in thinking unkind thoughts or in planning malicious acts is time thrown to the dogs and is wasted and destroyed and can never be recovered. Moreover the reaction is making wounds in his character that may never heal and an unhealed wound makes a running sore, than which there is nothing more painful and loathsome.

The man who is thinking as he should about his business and planning for present and future success cannot afford to think of anything but the encouraging, hopeful and cheerful aspects of life.

Don't waste effort by acquiring the "Grouch" habit.

NEGLIGENCE

The waste of useful effort as the result of negligence is lamentable.

A man may be a good hunter for business, get it located, do his planting and cultivating and be almost ready to reap the harvest. At the last moment and when he should be most attentive and watchful he loses all because of inattention, heedlessness, remissness or carelessness.

He is more reprehensible than the lazy or indolent man because he has worked and developed to a great degree but he lacks staying qualities.

He allows some extraneous influence to interfere between him and the success that is just within his grasp. He sleeps over the time for rising, misses a train, goes after a new item that is problematical, attends the ball game, makes a social call or lets some strictly personal preference take precedence.

In any event he loses his hold and fails to make connections at a most important moment.

Such a man deserves neither sympathy nor help and should be summarily dealt with.

He allows inclination to subordinate his judgment and will fail more often than he will succeed.

If inclined this way, get out of the habit quickly, lest it take your courage and your enthusiasm.

Learn the duty and pleasure of finishing well.

OBSTINACY.

Many a young man who has good personality, engaging manners, fluent address and other qualities that place him in the front rank among men of affairs, will spoil all because of an uncontrolled obstinacy.

If you know you are right it need not of necessity make you try to force your opinions down the throats of those who do not agree with you.

Time will determine and prove the correctness of your position and the wise man will wait for such confirmation.

Be persevering to the point where you reach the extreme of politeness, be persistent as long as you retain your patience and the interest of your hearer in your demonstration, but do not use force.

Beware of the disposition to stubbornness in your dealings with others, for while a customer may admire your firmness while attempting to break down your position, he will resent stubbornness as a senseless display of pique.

The man who is staunch and shows stability in maintaining a principle is admired, but the man who is headstrong because he won't admit his error of judgment or is obstinate because he has "made up his mind" and won't change it, is despicable.

Remember that it only takes the brains of a mule to balk.

PROFANITY.

This is unfortunately one of the commonest of vices.

This can be said without offense to those not guilty and with the hope of benefiting the delinquent.

The use of pure undefiled English without trite expressions, senseless slang and disgusting profanity, is the mark of the true gentleman in any walk of life.

A plain honest damn is much to be preferred to the effeminate "darn," "gol darn," "durned" or any other senseless or silly variation of the same thought, but a torrent of "Billingsgate" is never allowable and seldom excusable.

The man who habitually uses profanity, confesses the paucity of his ideas and the narrowness of his vocabulary.

The choice of words and phrases and the greatest care in their use is to be most highly commended to him who would attract the attention of men and command their respect.

The habit of punctuating your speech with profanity is one that will grow upon you unawares, and when once confirmed is one of the most difficult to overcome.

QUACKERY.

Pretense in any form is despicable. None is more so than that of the Salesman who will pretend to do for his customer that which he knows he cannot do.

It may seem **smart** and **clever** and **cunning** to deceive one who does not know, but the result is sure to react in discontent and distrust and the harvest of the Quack is sure to be weeds.

When you find a customer who frankly admits that he is ignorant of the merits of that which you are trying to sell him, treat him with the greatest consideration. Do not allow your knowledge of his lack of information to tempt you to take advantage, because if you deceive him he will undoubtedly become aware of it some time, and you have made an enemy instead of a friend.

You should always avoid making enemies because every man you meet and do business with has some influence and you should always strive to have that influence exerted in your favor.

The moral effect upon yourself is also to be considered.

RUDENESS.

Rudeness of expression and especially rudeness of action is very objectional in a Salesman.

If you expect courtesy from others you must be courteous yourself.

We attract toward ourselves the same thoughts and actions which we give to others, and if this one fact of mental science can be thoroughly assimilated by the young Salesman he will find it of rare value in his work.

Whoever you meet in your work, be it elevator man, office boy or female clerk, you will find that the rule will be to respond as you advance.

No man ever lost anything by being courteous, and no man ever gained anything by being rude.

Walking into a private office with muddy shoes, carrying a lighted cigar into a building without permission or the known relation of your possible customer to the tobacco habit, keeping your hat on in the presence of one who is uncovered, or loud, boisterous and rude talk are things which some men do not forget, even if they are considerate enough not to notice it by speaking.

Remember that impressions are what count either for or against you, and even though you may overcome some faults by being strong in other directions, every fault corrected is a clear gain. ,

Boorishness may be valuable somewhere, but the place has not yet been located.

SLOVENLINESS.

It does not make much difference to anyone, outside his own household, whether the out door laborer is clean in person and habits or not.

The man who works in a livery stable may sleep in his clothes in the stalls with the horses or lie on the dung hill without offense to other nostrils.

The stoker in the hold of an ocean steamer may go entirely without clothes, except breeches, and not lose social caste among his associates.

But the Salesman who has unclean face or ears, befouled hands and dirty finger nails, unpolished shoes, dusty or spotted clothing, soiled linen or a head full of dandruff is an offence and an eyesore to all with whom he comes in contact.

Every man must buy the quality of clothing that he can afford, and it should be the best that his means will allow, for there will always be grades in Salesmen as in every other walk of life, and no one expects a man to spend all his income for clothing. But every Salesman of whatever grade can and must keep himself clean, wholesome and free from objectionable defilement and odors or pay the penalty in failure

Such a heading as Slovenliness should be needless, but unfortunately it is otherwise.

Study yourself and your appearance and make the neatest and most comely appearance you can.

"Cleanliness is next to godliness."

TRIFLING.

There are so many different types of buyers that one might think that there might be a corresponding demand in Salesmen.

For one type, however, there is no room or use, and that is the trifler.

No matter how frivolous a buyer may be when in the mood, he does not want a Salesman who will take liberties.

This is peculiarly the case with merchants, manufacturers and professional men who buy their own supplies.

A most important distinction exists between cheerfulness, good humor, fellowship and companionship on the one hand and a lack of serious purposes and determination on the other. The purpose is the thing. Be cheerful, be companionable, tell stories **if you know how, and your hearer has the time**; don't be solemn and lugubrious; don't act as though life was so serious that you regretted your existence, but don't trifle.

The trifler wastes time, patience and opportunity because he loses sight of what should be his main purpose. He forgets that even if he is in no hurry his hearer may be.

He is so busy doing nothing and so wasteful of the minutes that he does not realize the slipping of the hours till the day is done.

Have a serious purpose and that of the sale of your goods. It is not necessary to have your purpose always on your coat sleeve, but let it always be present with you.

UNGOVERNABLENESS.

"No man liveth unto himself and no man dieth unto himself."

Many of the brightest minds in history have failure written against their names because of their unwillingness to work in harness.

How many men do you know who have ability, education, skill and good brain development who are "without the breastworks" of business and professional life, because they cannot agree with any one.

In the complex civilization of the present, every man must do many things that he dislikes to do, and refrain from much that he would prefer because of the opinions of others.

No man can work absolutely alone and make much of an impression on the page of the world's activities and every man who would accomplish anything must work together with others.

The day of the man who was wholly "sufficient unto himself" passed away in Antideluvian times, and now each man must depend to a great extent upon others for the means of living.

Especially is this true of the Salesman. He is of necessity an ambassador, and must carry out the policy and keep within the traditions of his house if he would do the best he is capable of.

If you go out into the business world to represent a reliable house you should fully subscribe to its creed.

Unless you have confidence in the wisdom and justice of your employers you should not remain with them.

The man who cannot subscribe to such sentiments as those following is in the wrong household.

CREDO.

I believe in the
COMPANY.

I believe in the methods it employs in the conduct of its business.

I believe in the purpose of its Officers to treat all of its employees with fairness, and that they intend to do by others as they expect others to do by them.

I believe that it is the desire, purpose and plan of its factory management to produce the —— that will give its user the best possible results.

I believe that its experience of —— years fits it to determine that method of construction which will best accomplish this.

I believe that it is producing a —— that is altogether superior to anything produced by any other manufacturer.

I believe that it will not only continue to do this, but will constantly make improvements as fast as ingenuity and good business management can produce them.

I believe that considering the quality of the goods produced and delivered that the prices of its —— are fair and reasonable.

I believe that it is the greatest —— concern in the world, and is determined to maintain this position.

VACILLATION.

The man who is always on the fence is bound to spend so much energy in maintaining his equilibrum that he has none left for real work.

Crawling along in fear and trembling like a Tom Cat picking his way between the teasers presents a spectacle that would be ludicrous if it were not tragic.

The time and effort spent in trying to decide which side to drop on would accomplish something definite and worth while if he ever dropped.

If you cannot come to the point of decision give it up.

A dead man is of more real value than one who is neither dead nor alive.

The dead man furnishes work for the undertaker, the coffinmaker, the hack driver and the stonecutter, and makes room in the world for someone else.

The vacillating man only uses up valuable space.

He is utterly useless to himself or anyone else. If your experience in life has unsettled you and left you drifting without rudder or compass, take the first life buoy you see and make a struggle to reach land. Summon your will and resolve to drift no more.

DO SOMETHING AND DO IT NOW.

Let not your past control your future, but determine to be somebody and take your place in the ranks of the workers and press on to success.

DETERMINATION.

Up from the depths of black despair,
  Out from the prison door
In which my soul has been confined,
To which my faculties were blind,
  I'll rise to sink no more.
    I will press on.

It matters not what may have been,
  Nor what the errors past,
I'm living in the present now
And to the past I will not bow,
  I know that die is cast.
    I will press on.

I shall not let my better self
  Be swayed by fear and dread;
I'll keep my mind upon the best
And noblest things my life has blest,
  And fix my eyes ahead.
    I will press on.

I know that all things good are mine
  If I but do my part;
I'll take no thought of circumstance
And overcome both luck and chance,
  I'm master of that art.
    I will press on.

And long before the goal is reached
On which I've set my will,
I'll have another prize in sight
And struggle for it with my might,
And should I fail, undaunted still,
I will press on.

For failure shall not long abide,
Because I will it not;
And after failure I shall set
Another goal which must be met;
My soul shall not retain the blot.
I will press on.

And when at last I've won the prize,
And all my work seems done,
I shall not yet be satisfied
Until all other goals I've tried,
And winning all that's to be won,
I'll still press on.

WEARINESS.

"Be not weary in well doing."

If you are doing your utmost to succeed and the cares and burdens of the day seem too heavy for you to bear, **do not be discouraged.**

Many a man lies down at just the time when he is on the verge of success, and thus looses the benefit of all the effort which he has spent.

Remember that it is always darkest just before dawn.

The weariness of the physical forces that have been strained beyond the proper limit brings with it a sense of exhaustion which will be dispelled with the breaking of another day.

The mental depression which comes from the sense of failure always seems to cast a deeper shadow than the reality. Things are out of focus and you do not get the true perspective.

Never make an important move when depressed.

If you are worn and weary try resting by a change of occupation and get your mind off of yourself. Take up the troubles of others and by giving help to others learn of the refreshment and gain which comes from giving.

There are always so many others in the world who are so much more entitled to sympathy and assistance than you are, that when you find them you will feel a sense of thankfulness.

THE JOY OF GIVING.

Has the day been long and toilsome,
  Has the bitter war and strife
Left the spirit tried and broken
  With the petty cares of life?
Has the brain been taxed with burdens,
  And the soul been wearied, torn
By anguish and distress of mind,
  'Till the burden's hardly borne.

Has the fight for recognition
  Proved a useless, hopeless task,
And the trial of your patience
  Made you wear the "devil's mask"?
Are you grieved because of narrowness
  And pettiness and spite,
Suffered at the hands of those whom you
  Have striven for with might?

Do you long for that attention,
  And the sweet and kindly smile
That you feel should be your portion,
  Thus your spirit to beguile?
Do you crave the strong affection
  Of some noble other self,
More than all things else beside it—
  Praises, riches, honors, pelf;

When these morose thoughts and longings
Have in full possessed your heart,
And you feel that utter loneliness
Which rends and tears apart;
And your soul cries out for sympathy,
And the cry seems void of gain,
Do not cease your prayer for succor,
Do not count your labor vain.

But cultivate that spirit,
Which will teach you that you gain
Only by the act of giving;
And that strife and toil and pain
Is the portion of that mortal
Who has not the truth perceived,
That the blessing fell on him who gave
And not he who received.

Then forward go in helpfulness,
And cheer some other heart
Which is longing for the cheeriness
You only can impart.
And seek to do for others
That which you'd have others do,
When you feel the need of succor,
And sweet peace will dwell with you.

XYLOIDNESS.

If every man could be a Salesman opportunities for any unusual income or position in the calling would be limited.

Salesmanship presupposes good brain, good physique and good heart if one is to be a success.

The number of Xyloid headed individuals who attempt to sell goods is most remarkable when the foregoing pages, which show the real qualifications, are considered.

The wooden head, the yokel and the vacuous brained have no place in the ranks of the Salesman, and the earlier this is realized by Employers and Sales Managers the sooner the expense of the experiments will cease.

It is not given to every man to be a Salesman, and unless you have the qualifications you had better refrain from the attempt.

The square peg in the round hole and

The round stick in the square hole results in many failures in life.

If you cannot fit yourself to the general plan which is outlined in this book you had better not try to sell goods.

If you do you will fail, and your failure may discourage some better man beside.

YIELDING NATURES.

The work of the Salesman is the work of the **REAL MAN.**

The weather vane and the one easily swayed will not find himself in a cheerful environment.

To be a good Salesman you must have power and energy and determination and the will to use all of them at all times if you expect to sell goods.

The man who can be easily influenced will never make a good Salesman because he will be switched on side tracks, run off on tangents, be up in the clouds one day and down in the depths the next.

The true Salesman is made of rugged and sound material and is built to withstand shock without bending or breaking.

He must stand like a lighthouse on a rocky coast, immovable from his foundation when he is being attacked. His business is to spread light and knowledge and keep his house from the danger of the breakers of competition.

The Salesman is the rock upon which business is built.

THE ZANY.

"The Elephant goes round,
The band begins to play;
Those boys around the monkeys' cage
Had better keep away."

At one time or another in life every one can enjoy the circus.

The antics of the Zany are amusing and we are in the spirit to enjoy his foolishness and laugh at his fol de rol.

Time and place should determine all things, and among them the sphere of the clown.

Business to-day is a serious matter, and it takes the average man all his time during business hours to attend to it.

He does not want that time encroached upon by any one for any purpose except business, and he has no time for the Zany.

If you are a Zany don't try to sell goods.

REVIEW OF THE BOOK.

REVIEW OF THE BOOK.

It seems opportune in this place to briefly review the points that have been covered up to this time.

We started with an analysis and definition of what Salesmanship meant.

Following this the proposition was laid down that the basic principle of Salesmanship was the creation of confidence and it was shown that to be successful as a Salesman one must have above all else true **character.** We then analyzed character and defined its parts.

Assuming a good character it was then shown that the first essential qualification was an intense love for the work of selling.

Next in order knowledge was considered as being the most important, and it was shown that the knowledge must be all inclusive and comprehend men, methods and products.

It was then demonstrated that one with good character, an intense love for the work and a knowledge of men and affairs would of necessity be a man of courage, because of his character, love and knowledge.

Following this it was shown that a man of courage would be a man of strong faith in himself and that faith in himself would develop faith in others.

Enthusiasm was next dwelt upon and it was shown that the man of real enthusiasm would be the one who loved his work, knew his business, had the courage of

his convictions and faith in himself and mankind in general, and that this being so he would be one who would necessarily create confidence in himself, his statements and the product he was selling.

A chapter was then devoted to the Specialty Salesman and a clear definition given of the real meaning of this term. The diversified experiences of the Salesman were dwelt upon and it was shown that in his work he experienced and enjoyed much of the pleasure and profit that other men do in their own peculiar spheres. We saw that his work was like that of the Fisherman, the Huntsman, the Champion, the Diplomat, and intimated that his experiences also covered those of the Preacher, the Lawyer, the Statesman and the Orator.

It was then shown that the true Salesman was one who did not allow the thought of failure to remain with him, but put it behind him and forgot it in the contemplation and exhalting thought of the successes which he had made.

Next we considered the value of first impressions and we dwelt upon the importance of impressions and of little things which help to throw the balance in favor of the man who took note of and used them.

Personal cleanliness, physical purity, dress and demeanor were carefully considered in their relation to the work of the man.

We then considered the best methods of producing the greatest results from the territory assigned and concluded that it was by close application, persistent endeavor and hard work that the best results would be achieved.

It was then shown that one must use system in

approaching, attracting attention, arousing interest, creating desire, causing determination and developing the resolution to buy, and that if this logical order was followed carefully it would soon become habitual and therefore natural.

Following this we dwelt upon the importance of Good Expression and tried to show how good Expression might be cultivated by careful reading, close reasoning and practice in the proper use of words and phrases.

It was proven beyond a doubt that without good Expression all other qualities in a Salesman would be nullified.

We then considered some of the reasons why men failed and tried to point out in connection therewith the proper way to correct the faults which were shown to be the cause of the failures.

We might undertake and could profitably consider at considerable length such traits as Ambition, Cheerfulness, Determination, Good Judgment, Loyalty, Perseverance, Patience, Resourcefulness and Tact, but the suggestion for their consideration is all that can be given in this volume, and it is submitted in this form in the hope that it may be helpful and profitable to the reader.